



Best Leading Activist: Warner Bros.' Shelley Billik

AOL Time Warner

keywords:

magazine

APRIL 2003

In Atlanta, TBS
Clears the Air

Company Man:
The Earth
Moves
in Syracuse

AOLTW
Employees
Take The
Eco-Challenge

TIME INC's

GREEN GIANT

DAVID REFKIN HELPS THE PAPER INDUSTRY
TURN OVER A NEW LEAF

A Note from CEO Dick Parsons



"As the leadership of Shelley and David has demonstrated, through careful planning and innovative approaches we can achieve important ecological goals while not only containing costs but, in many cases, reducing them."

"THINK GLOBALLY, ACT LOCALLY" SERVES AS THE MANTRA OF THE GLOBAL ENVIRONMENTAL movement. The philosophy it encapsulates is an intelligent blend of idealism and practicality, which recognizes that the commitment to the overall health of the planet is best carried out in targeted actions within specific communities. Today, AOL Time Warner is giving dynamic expression to that philosophy. People in every division continue to find ways, large and small, to make better use of resources, prevent or reduce waste and pollution, and even restore what was previously depleted or overused. This issue of KEYWORDS, which highlights some of the things we're doing as a company to protect the environment, features two people whose contributions are especially significant.

Shelley Billik, VP of Environmental Initiatives for Warner Bros., has put the studio out front in the movie industry for thinking, planning and acting in ways that make the best, most economical and earth-friendly use of resources. Thanks to Shelley, conservation is an organic (an appropriate word!) part of how Warner Bros. does business. David Refkin, President of Time Inc.'s TI Paperco, is the world's largest purchaser of magazine paper. He's also a committed environmentalist. By helping devise a code that requires environmentally sound purchasing and production policies and by making Time Inc. the leader in adhering to that code, David has had a profoundly positive impact on the pulp and paper industry. As the leadership of Shelley and David has demonstrated, through careful planning and innovative approaches we can achieve important ecological goals while not only containing costs but, in many cases, reducing them.

We're a long way from being able to rest on our laurels. There's much more to be done. At present, for example, AOL is exploring ways to resolve environmental concerns about the discs it distributes. Other divisions are studying ways to reduce paper and fuel consumption, to encourage carpooling and the use of public transit and to cut back on travel through teleconferencing and telecommuting.

As in so many other areas of our company, the answers to the environmental challenges we face won't be found in a single action or approach. Rather, the answers lie in our willingness to use our capabilities to the fullest, in whatever part of the company we work. "Best in class" isn't just a matter of being a leader in the marketplace. It embraces the totality of what we do, including our involvement with local communities. Working together as a team, we can share the lessons we learn, taking a positive step in one area and using it to bring about constructive changes across the company. When it comes to protecting the earth, our mantra at AOL Time Warner should be "Think environmentally, act collaboratively." This way we can ensure that our accomplishments have an impact that extends far beyond our walls. Happy Earth Day.

A handwritten signature in dark ink, appearing to read "R. D. Parsons".

Richard D. Parsons

MIND YOUR OWN BUSINESS

What's on *your* mind? In an upcoming issue, we'll ask senior management to answer readers' questions about AOL Time Warner. Do you have tough questions for the top execs? Please send them now, to the editor: Peter.Ainslie@aoltw.com.

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events, news and notes

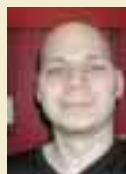


AOLTW EMPLOYEES: LET'S CLEAN UP OUR ACT!

ALL OF OUR BUSINESSES HAVE MADE SOCIALLY RESPONSIBLE efforts toward environmental leadership. But can we do more? KEYWORDS challenged employees to come up with suggestions on how their companies could do even better by the planet. Here are some of their responses, as edited by Renée Topper.

Isabel González
Special Projects
Editor,
Teen People,
New York

Isabel has marched outside Burger King ("Fishing kills whales") and McDonald's ("Styrofoam"), has written "zillions of letters" to Congress about oil drilling along the coast and donates money to the Sierra Club, the National Wildlife Federation and many other pro-environment organizations: "During the summer, when we were asked to conserve electricity and keep some of our lights off, it occurred to me that we really don't need every single light on in the building all day. Now I always leave my main light off in the hopes that I'm having even a wee little impact on our gross consumption of electricity. I think everyone could help out in this way. I mean, it's not like I'm asking folks to ration toilet flushes, um, which I'm not beyond doing. And don't get me started on my petting-zoo idea!"



Cory Carson
Technical Security
Analyst,
AOL Operations
Security,
Reston, Va.

Cory recycles daily goods such as cans, glass, plastic and alkaline batteries, uses a digital camera to reduce the use of chemicals traditional film requires and has replaced incandescent bulbs with compact fluorescent bulbs. He advocates car pooling and minimizes water, gas and electricity use: "I believe there's a need for a consistent reevaluation of ways for our company to continue to give back to the environment. As technology improves, the methods in which we will be able to contribute will broad-

en. Some suggestions: Use alternative energy sources such as photovoltaics. Use natural gas or hybrid alternatives for corporate vehicles. Contribute to alternative-energy programs. Offer incentives for employees to carpool or use public transportation. Establish recycling bins for alkaline batteries. Purchase products made from recycled material when available."



Taura Edgar
Ad Operations
Coordinator,
Turner
International Asia
Pacific Ltd.,
Hong Kong

"Ensure there are recycling points available in convenient places. Paper is particularly easy to reuse/reduce. Reprint on your office paper, and use electronic communication. Also, introduce more energy efficiency. Often office lights and TVs are left on overnight. Remember to turn them off. We can also limit the number of elevators in use after official office hours."



Terry McCarthy
Time magazine
Bureau Chief,
Los Angeles

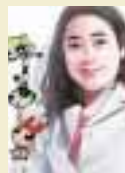
Terry is a strong advocate for biking and walking—no easy feat in L.A., where everyone drives everywhere: "I have written a number of stories about protecting our forests across the West, and yet when I come back to my office, I cannot help feeling a sense of horror and guilt at the amount of paper that we use—and waste—in a single working day. We do have recycling bins in all our offices in L.A., but that helps just so much. Much better to reduce the number of trees we have to kill in the first place. One specific issue that drives me nuts is

the useless faxes we get from PR and government offices that nobody ever bothers to read. It would make sense to have electronic faxes that could be scanned and all the unwanted faxes deleted before they are printed out."



Carol Francoso
Scenic Artist,
Turner Studios
Scenic Services,
Atlanta

Carol donates unused paint to community theaters and local schools and Plexiglas scraps and paint to the City of Atlanta Council for the Arts: "Our biggest challenge is being consistent with recycling. When we remodel major office spaces, the aluminum studs are all just tossed in the Dumpsters. Even white office paper gets thrown in the trash sometimes."



Joan Li
Marketing & Off
Channel Commerce
Director,
Cartoon Network,
Taipei, Taiwan

Joan is an avid reuser and recycler of paper in the office: "We need a mandatory office principle to use recycled paper for any internal document circulation whenever possible. Also, there should be a central garbage separation corner with different containers for items that should be separated from ordinary garbage: batteries, plastic bottles/cups, foam lunch boxes, tin cans, etc."



Gary Credle
Executive VP,
Administration and
Studio Operations,
Warner Bros.,
Burbank

Gary does regular beach cleanup in the community in which he lives. He's involved in a charitable industry foundation that has major environmental initiatives, and he's an avid recycler who, every time he buys something or discards it, thinks about how it will be recy-

clad: "I'm proud of the comprehensive environmental program we've put together at Warner Bros., and my hope is that we can work more closely with other AOLTW divisions so that we can all collectively embrace the environmental ethic more extensively. We are making substantial efforts around the company. But we'd like to see AOLTW further expand its corporate responsibility in this area, which I believe would ultimately translate into added value not only for our divisions but for all of our shareholders."



Liz Kelly
Sales
Representative,
People magazine,
Chicago

Liz volunteers at the Lincoln Park Zoo and is involved in its conservation efforts to protect endangered species around the world: "Recycling. Here in Chicago at Time Inc., we work with a lot of magazines as well as all the corresponding paperwork. Consequently, a recycling program would be an excellent way to make our branch office more environmentally friendly. Ideally, this type of program could also be extended to cover all the plastic, Styrofoam cups and pop cans we go through on a daily basis."



Banister Murray
Data Analyst,
Business
Improvement,
Turner
Broadcasting,
Atlanta

Banister is a primary driver in the Turner vanpool Clean Air Commuter program. At home he pays for weekly curbside recycling pickup, does composting for gardening and buys recycled paper products like paper plates and paper towels: "We can broaden our use of telecommuting. Although it may not be feasible for everyone and it is a relatively new option, it sure would be more environmentally friendly. Perhaps there is a way to better educate managers and employees about it and explore more possibilities for its use." ■

:// COVER STORY

Friend of the Earth

Refkin buys paper for many uses across AOLTW: magazines, CD booklets, DVD packaging, direct-mail advertising, books and the Atlanta Braves media guide.

David Refkin buys more magazine paper than anyone else in the world. He's been using that clout to bring a new spirit of environmentalism to an entire industry.

by Charles Alexander

WHEN YOU PICK UP A COPY OF *TIME*, *FORTUNE* OR *PEOPLE*, YOU PROBABLY don't think much about how you, as a magazine reader, are affecting the environment. But David Refkin thinks about it a lot—and not just on Earth Day (coming up on April 22) but every day. As the President of Time Inc.'s TI Paperco, Refkin is responsible for buying the 650,000 tons of paper used each year to produce the company's 135 magazines, including IPC Media's 86 titles in Great Britain, and the books published by all AOL Time Warner divisions. He knows that more than 7 million trees are harvested to make that paper—an enormous footprint for one company to have on the planet. Magazine publishing raises environmental issues at every step of the process, from the way the timber is cut and regrown to the waste that paper mills release into rivers; from the handling of discarded magazines to the number of unsold copies at retail. That's why Refkin, 45, a self-proclaimed nature lover, has worked for more than a decade to make Time Inc.'s environmental footprint smaller. By launching programs to improve forestry practices, control pollution, reduce waste, promote recycling and fight climate change, he has profoundly changed the way Time Inc.—and the paper industry—does business. And with like-minded colleagues in other divisions, he has helped put AOL Time Warner into the vanguard of companies working to achieve “sustainability,” which means using resources no faster than the planet can replace them. “This is not going to happen by itself,” says Refkin. “This needs leadership.”

The editorial side of Time Inc. issued the first call to action in January 1989, when *Time* published its “Endangered Earth: Planet of the Year” report. Refkin, then a young Time Inc. production business manager with an accounting degree, recalls being disturbed by the story. A few months later he was transferred to the paper-buying division—and into a prime position to influence Time Inc.'s environmental stewardship. One of his first moves was to use recycled paper to make the subscription cards found in all the magazines.

In 1992, the advocacy group Environmental Defense Fund (EDF) approached Refkin with the idea to study how to reduce the impact of paper use on the environment. Over the next three years Time Inc. and EDF, in partnership with Duke University, Johnson & Johnson, McDonald's and Prudential Insurance, sponsored research on every environmental aspect of the paper business, from forest to landfill. The result was the 1995 “Paper Task Force

Recommendations for Purchasing and Using Environmentally Preferable Paper,” a 245-page report with 22 recommendations. The study delivered three main messages to the paper industry: Use forests but conserve them wisely, use fewer resources and less energy, and clean up your manufacturing methods. To big paper customers like Time Inc., the report was equally firm: Use less paper (while meeting essential needs), buy from responsible producers and recycle as much as you can. It was a blueprint for nothing less than the transformation of an industry.

Using Time Inc.'s clout as the world's largest purchaser of coated magazine paper, Refkin encouraged paper companies to start implementing the task-force recommendations while still charging reasonable prices. “Our strategy,” says Refkin, “is to reward environmental leaders and encourage laggards. I've told more than a couple of CEOs that their companies are laggards. We don't do business with people with egregious policies.”

Time Inc. requires each of its paper suppliers to fill out an annual “environmental report card,” a 28-part survey covering such

David Pollack/MeadWestvaco Corporation

areas as wood procurement, use of recycled fiber, energy efficiency and pollution. How does Refkin know whether the suppliers are grading themselves honestly? "You go to paper mills," he says. "You know whom you can trust and who exaggerates and who doesn't. We visit most of our suppliers every year." International Paper (IP), one of the biggest suppliers, says it welcomes and respects the scrutiny. "Refkin is the most knowledgeable paper purchaser that I'm aware of anywhere in the world," says Tom Jorling, IP's VP for Environmental Affairs. "He's had influence over the directions of the pulp and paper industry."

And he has done this all on his own initiative, though he's had plenty of support and encouragement from his boss, Barry Meinert, Time Inc.'s Senior VP for Production. Says Meinert, "David has provided a continuity of vision for Time Inc. that our paper suppliers have been able to depend upon. They understand our goals and the time frames we're operating with." Building on the Paper Task Force recommendations—and showing just how much one person can accomplish, even in a big company—Refkin has set up four major programs to enhance Time Inc.'s environmental performance:

Sustainable forestry A forest is "sustainable" only if trees grow back (or are replanted) at the same pace at which they are cut down. Moreover, loggers should harvest trees selectively and carefully so that wildlife is not endangered and denuded lands do not create erosion problems that further damage the ecosystem. Over the past decade independent organizations have arisen to certify forests that are being logged sustainably. While it takes time to change forestry management and do the research necessary for certification, Time Inc.'s North American paper suppliers already get one third of their wood from certified forests, and the figure is 60 percent for suppliers in Europe, where sustainable forestry is farther along. By the end of 2006, if paper suppliers meet Time Inc.'s ambitious timetable, 80 percent of the wood used to make the company's paper will come from

certified forests. Time Inc. also avoids buying paper containing fiber from the coastal rain forest of British Columbia, which environmentalists say is critically endangered, and paper from places like Brazil and Indonesia, where illegal logging is devastating tropical rain forests.

That makes Time Inc. a model for other publishers. "Time has changed the landscape," says Nancy Risser, former environmental consultant to the Magazine Publishers of America. "Refkin has a vision of where the magazine industry needs to go and the ability to take it there."

Pollution control Paper manufacturing is a complex process in which wood is ground up or chemically transformed into pulp, which is



then pressed into paper. In the case of paper for magazines, the pulp must be bleached to make it white. That bleaching historically had been done with chlorine gas, which contaminates the wastewater released from pulp mills into rivers with small amounts of dioxins—toxic organic compounds containing chlorine. But if the process is changed, as suggested by the Paper Task Force, so that chlorine dioxide is the bleaching agent instead of chlorine gas, then the release of dioxins is cut to undetectable levels. Since 1997 none of the paper used by Time Inc. has been bleached with chlorine gas. In recent years, with encouragement from Refkin, more and more pulp mills have adopted enhanced techniques that reduce even the amount of chlorine dioxide used and in some cases eliminate it altogether.

"Refkin is the most knowledgeable paper purchaser that I'm aware of anywhere in the world."

Refkin's environmental report card: "I've told more than a couple of CEOs that their companies are laggards. We don't do business with people with egregious policies."

Climate change Making paper is among the most energy-intensive manufacturing industries in the U.S. And since burning fossil fuels such as coal and oil releases carbon into the atmosphere and promotes global warming, the energy-hungry paper industry must be enlisted in the battle to prevent climate change. That's why Time Inc. teamed with Home Depot, Stora Enso (a Swedish/Finnish paper company) and Canfor (a Canadian pulp supplier) to sponsor a yearlong study of the "carbon footprint" of the magazine business. Led by ecology professor Tom Gower of the University of Wisconsin, with help from the World Resources Institute and the Heinz Center for Science, Economics and Environment, researchers have examined carbon emissions at every stage of a magazine's life, from logging trucks to garbage trucks. The report, due out within a few months, is expected to recommend ways to cut carbon output. For example, companies could, where possible, shift transportation of paper and magazines from trucks to trains and buy electricity generated by hydro, wind, solar and geothermal power instead of fossil fuels.

Resource use and recycling To reduce the number of trees harvested to make magazines, Refkin encouraged paper suppliers to improve their technology so they could make magazine paper lighter (using less wood) but still thick, glossy and durable enough to survive printing presses and satisfy readers. As a result, the paper Refkin buys today is more than 12 percent lighter than it was a decade ago; for Time Inc.'s seven biggest-selling titles alone that saves 23,000 tons of paper a year.

Refkin has been less successful in his efforts to use recycled paper. While recycled content works well in subscription cards, using recycled paper for the magazines themselves has proven to be uneconomical in most cases. The type of pulp needed for recycled magazine paper is generally produced in mills near forests, and using virgin wood is much

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cheaper than hauling in recycled paper. Limited recycling is possible, however. Refkin has found one German supplier that makes competitively priced magazine paper with 20 percent post-consumer recycled content. That paper is now used by *Time International* and *Fortune International*.

Old magazines, of course, can be recycled into other paper products. According to a study just completed by Time Inc. and IP, 95 percent of unsold newsstand copies of magazines are recycled, but only 17 percent of magazines that reach homes are. Time Inc., IP and the National Recycling Coalition will soon select two cities for pilot projects to boost magazine recycling. One strategy may be to spur people on with public-service ads in Time Inc. magazines.

Surprisingly, none of Refkin's initiatives have compromised Time Inc.'s financial performance. The environment is often thought to be at odds with the economy, but that doesn't have to be the case. Well-designed programs to reduce use of materials and energy and to curb waste and pollution will save money. "There are environmental-economic win-wins out there," says Refkin. For example, the move to lighter-weight paper in the magazines saves more than \$6 million a year in reduced paper and postage costs.

Refkin is broadening his role within AOLTW by becoming one of the company's representatives at meetings of the World Business Council on Sustainable Development, a global alliance of 160 environment-minded companies. A few AOLTW divisions, including Warner Bros. Studios and Turner Broadcasting, have made strides in eco-activism (see *following stories*), and Refkin thinks employees with environmental concerns should pool their efforts. Each division should have an environmental officer, he suggests, and they should form a council to help guide corporate policy.

His motivation is not only professional but personal. Though he grew up in the Bronx, he came to love the great outdoors through family trips West to visit national parks. "I love to ski," he says, "mostly because it's an opportunity to be out in beautiful surroundings." Helping to preserve that beauty, he feels, falls squarely within the responsibilities of a major corporation. And it's a high priority for a family man with three daughters, ages 17, 14 and 9. "I am one of those people," says Refkin, "who believes that we need to make the world a better place for our children and the generations to come." ■

Former Time editor Charles Alexander oversaw the magazine's environment coverage from 1989 to 2001.

At Turner: Everybody into the Pool!



Turner Broadcasting System's two Atlanta campuses offer free car parking for all 5,000-plus employees, not a terribly eco-friendly gesture. But for the past seven years the company has also offered incentives to lure workers out of private cars and into alternative commuting methods. Today, nearly one in five TBS workers participates.

Since 1996, Turner employees ride free on MARTA (Metropolitan Atlanta Rapid Transit Authority) with a company-provided pass.

Three years ago, Turner launched Clean Air Commuters, a vanpool program in which company-leased vans are provided to employees with clean drivers' licenses. They pick up as many as eight fellow employees at central meeting points and get reserved parking near their building. According to Turner's Clean Air Commuter Rep Melanie Francis, who organizes the program, the routes often fill in the gaps missed by MARTA services.

Turner also encourages

carpooling, and while there's no subsidy for gas, carpoolers do enjoy another perk: what Francis calls "rock-star parking." "They end their journey right outside the company's front door," she explains.

TBS was among the first companies in Atlanta to encourage environmentally conscious commuting and is one of the few that pays for it entirely, picking up the tab for the van leases, maintenance and fuel bills. The state has recognized the program's contribution to traffic reduction with two HOVie Awards (for exemplary use of the highways' HOV lanes), honoring it most recently in 2002 when the company began offering rides—at a small cost—to workers at companies not affiliated with TBS. Georgia also gave the company its PACE Award for environmental initiatives, calling the program "a model for the region." ■

—David Tereshchuk

At WMG: Keeping the Music Clean

Compact discs and DVDs don't contain a lot of hazardous raw materials, but they do need 450 years to break down in a landfill. That's one of the reasons Warner Music Group's CD and DVD manufacturing plants in Alsdorf, Germany, and Olyphant, Pa., recycle unsold CDs, via a process that recaptures many of the chemical ingredients.

At WMG's plant in Alsdorf, discs that are recycled come in two forms: Some are rejects caught by the strict quality-control system, but the majority—up to 5 million a year, the so-called returns—are unsold discs that retailers send back. First they're crunched into pieces so they can't be used, then sold to companies that extract the plastic products. The waste containing nickel, an important element in the CD electroplating process, is sold to another recycling firm that reclaims 100 percent of the metal. In-house recycling of the wastewater from electroplating removes all contaminants. Notes John Fitzgerald, Managing Director of the Alsdorf plant, "The water that leaves us is purer than when we take it in."

Alsdorf's environmental efforts put the

onus on departmental chiefs to meet—and exceed—Germany's rigorous environmental standards. "On all points we do better than the law requires," says Wolfgang Arnold, Manager for Quality, Security and Environment at the Alsdorf plant. "It's one of our main business objectives. Our employees expect us to have a serious recycling program."

Likewise at WEA Manufacturing's plant in Olyphant, Pa., WMG's domestic counterpart to the Alsdorf facility. Two years ago it was honored with Pennsylvania's "Waste Watchers" award for environmental excellence, prompting praise from then-Lieutenant Governor Mark Schweiker for "positioning Pennsylvania to meet our goal of recycling 35 percent of our waste stream by the year 2003." WEA is already well ahead of that target, last year recycling 65 percent of its waste stream.

Says Tom Costabile, President of WEA Manufacturing: "We place a high priority on environmental awareness. As one of the largest employers in Lackawanna County, we believe that recycling is one way to ensure the viability of our community." ■ —DT

://FEATURES

At Warner Bros., Environmentalism Plays A Leading Role

by David Tereshchuk

RECYCLING THINGS YOU NO LONGER NEED MIGHT SEEM AN ORDINARY, workaday task. But what if you're Warner Bros. Studios and have to dispose of, say, an entire film set representing 19th-century Japan (as with the latest Tom Cruise action epic *The Last Samurai*)? Or sets from *Ocean's 11*, complete with replicas of a hotel room and a vault from the Bellagio Hotel in Las Vegas? And what if you had to do so in an environmentally responsible way?

That's the kind of challenge facing Shelley Billik, VP of Environmental Initiatives for Warner Bros. Studios in Burbank. For Billik, finding community-based afterlife possibilities for discarded movie and TV show sets—she and her team have named the program Second Time Around—is all in a day's work. The Japanese scenery, which included a faux marble fireplace, decorative wall panels and distinctive "Shoji" doors made of pine and paper, ended up being divided between a small theater group and a nonprofit alliance of filmmakers in L.A. Leftover paint will go to schools and antigraffiti groups. And those *Ocean's 11* sets? Those were donated to the Natural Resources Defense Council for its new headquarters building, and to the Watts Labor Community Action Committee, a nonprofit youth outreach organization in South Central L.A.

Second Time Around began as an effort to recycle office equipment and furniture in ways that would benefit both the environment and the local community, and it soon spread to the company's film sets as well. Warner Bros. began recycling more than 10 years ago and now recycles more than 60 percent of its entire waste stream. But recycling is just one element in the Studio's overall commitment to behaving in an environmentally responsible way. Says Lisa Rawlins, Senior VP of Studio and Production Affairs, "Incorporating environmental concerns into our core business is part of the fabric of how we conduct business. As a large corporation and a leader in the entertainment business, we have a responsibility to set an example."



And it often makes good business sense, too. As part of its energy-saving efforts, the studio replaced catwalk lights with energy-efficient bulbs on 32 soundstages and installed lighting-occupancy sensors, automatic controls for heating and cooling, reflective roof coatings, better insulation, heat-blocking windows and even a small solar-energy system. These are among 23 energy-saving initiatives the studio has implemented at a cost of some \$150,000 and which are now saving it a half-million dollars annually in energy costs. "All of these retrofits are economically sound and often improve the comfort of our working spaces," adds Billik.

Across the broad range of company efforts to be ecologically sound, Billik has found purchasing practices to be critical. "If we want to promote environmental technologies and create a market for everything we recycle," she says, "we need to buy products that are



From top to bottom: Environmental Initiatives VP Billik; installing solar panels at the Warner Bros. photo lab; Ben Cowitt, VP for Production Administration, plants trees with students at a Burbank elementary school; a set from *Oceans 11* headed for an afterlife.

environmentally preferable." She works to ensure that set designers and carpenters build environmentally friendly and readily recyclable sets, that the transportation fleet uses plastic lumber and re-refined oil and that the gardening department applies compost made from green clippings.

She's also spent years campaigning internally for recycled paper, an effort that paid off in 2000 when the studio switched to 100 percent postconsumer, chlorine-free paper for its stationery stock and business cards and to 30 percent postconsumer product for its copy paper. "We were using recycled paper before that, but not at these high levels of postconsumer content. We

seem to have gotten over people's resistance and the outdated belief that this kind of paper is more expensive or is not really white," Billik says.

But there is still work to be done. The so-called "one sheets," or movie posters, for instance, are one area in which the marketers' sense of visual perfection may trump the most environmentally preferable material. "But we are making some headway," Billik says, suggesting that winning converts in other parts of the company's operation can often prove a powerful example for changing more minds.

All of Warner Bros.' environmental programs have a common denominator: education. Billik's department disseminates information on the company

Intranet site and through e-mail organizes workshops, volunteer events and "The Studio That Saved the Earth," an annual contest that this year is challenging employees to implement community environmental projects.

Billik points to her division's deliberately chosen name: Environmental Initiatives. "It's the right word for what we do. Our good environmental practices are self-starting, and they derive from our sense of corporate responsibility, not from reaction to activist or regulatory pressures. It's the right thing to do, for the Earth, for our business and for our people." ■



://DIARY OF A COMPANY MAN

Digging up Dirt in Syracuse

by James S. Kunen

It's not every day I get to go to a mid-sized industrial city in upstate New York. But Time Warner Cable's Syracuse Division invited me up to see the abandoned railroad station they're turning into the home of News 10 Now—the 24-hour local news channel slated to launch next fall.

Once a symbol of civic pride, the city's New York Central Station had become a toxic eyesore, its boarded-up windows and blackened facade sending every driver on the adjacent interstate an unmistakable message: This is downtown Syracuse; keep going.

It was a different story in 1936, when thousands of Syracusans celebrated the opening of the grand new terminal, which boasted a 5,000-square-foot waiting room with 30-foot-high ornamental plaster ceilings. The ultramodern station embodied quality and style, a public space that bespoke respect for the public.

But just 26 years later the tracks were torn up to make way for Interstate 690, and the New York Central Terminal closed. It became a Greyhound station in 1964, and all kinds of alterations were inflicted on it, none for the better. In the mid-1990s a fire in the lunchroom sent Greyhound packing. The building was abandoned, its history at an end.

Or so it seemed, until Syracuse Cable VP Mike Munley saw its potential as a home for the news operation and summoned Time Warner Cable VP Mark C. Aronson to check it out for corporate approval. "My reaction was, 'Oh, God, this could be great!'" Aronson recalls, "but I wondered what senior management would say." He found out. The headquarters honchos said, "Here's an opportunity to give back to the community," or words to that effect.

The trouble was, the 2.6-acre property was one of those polluted sites called brown-fields, too environmentally impaired for productive use. Outside the terminal, the earth was contaminated with petrochemicals, lead, mercury and PCBs. Inside, pigeon droppings covered the floors to a depth of two feet.

Undaunted, TW Cable bought the building from Greyhound and enlisted in New York State's Voluntary Cleanup Program. In that program, a developer agrees to clean up a site it had no hand in polluting, under the watchful eye of the Department of

Environmental Conservation, which provides a release from pollution-related liability once the contamination has been remedied. TW Cable paid all of the state's costs; no tax dollars were used.

Trained workers removed the pigeon dung and ash and asbestos. More than 1,000 tons of contaminated soil were dug up and trucked 40 miles to a secure landfill, and an equal amount of clean sand and gravel was trucked in. Monitoring wells were installed to ensure that the groundwater is clean.

Now the building renovation is well under way. Ron Lombard, General Manager of News 10 Now and a Syracuse native, shows me the double-hung windows that meticulously replicate those of the high Art Deco-style original. "From the outside we want this to look like 1936," he says. "On the

inside it will be state-of-the-art."

We walk into the building through the restored brushed-aluminum entrance, beneath a bas-relief preserved in the limestone facade that shows a muscular steam locomotive confidently pulling a passenger train in front of a radiant sun. "This is the newsroom," Ron says, pointing at an area of the passenger waiting room. "And this is the studio, with the interview sets. *And here's the weather studio!*" he shouts over the scream of a power saw. All I can see is dusty floors and construction debris. Ron sees the future. This is his dream house.

Later, outside, he turns and gazes at the awakening building. "This was such a mess, but now it's going to be vibrant, redeveloped, with 90 people working here each day. Taking an historic property and giving it new life. . . ." He falls silent.

I look at the building's aluminum window frames glinting in the winter sun, and I can feel the thrumming engines of progress, which I haven't felt in a long time, and I can hear a train whistle on the wind.

Syracuse! Syracuse! All aboard for News 10 Now!

Jim.Kunen@aoltw.com



AOL Time Warner

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